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CIA HUMAN RESOURCES PROGRAM

The CIA Human Resources Program is in the process of development by the Management Training Division, Office of Training (General).

It is the purpose of this program to assist members of the Agency with management responsibilities to make the best and fullest use of the individuals under their supervision.

Through this program, the Office of Training will implement the policies of the Personnel Office to improve personnel practices throughout the Agency.

A key management problem in CIA at present is human relations. Management, as the process of getting work done through people, becomes in effect the development of people. The key problem is obviously human relations.

Though this fact may be understood, it has not been noticeably applied within CIA to date.

The CIA Human Resources Program consists of four one hour group meetings for each particular group of supervisors, with preferably not more than twenty in a group; a one-half hour interview with each supervisor; and a follow-up one hour group meeting approximately every six weeks for an indefinite period into the future.

It is proposed that the CIA Human Resources Program be instituted office by office and division by division until complete coverage of the departmental staff of the Agency has been achieved. Since this is a compact program, it can be launched with several groups of supervisors at the same time and can spread throughout the Agency relatively quickly. All group meetings will be conducted by a member of the staff of the Management Training Division, OIR(G), but the program is intended to become integrated with the normal operations of each organizational unit in which it is established.

The program will not be commenced in any Office of the Agency until an appreciation meeting of approximately one hour has been held with the top policy staff of that Office. It is absolutely essential that this training program have the strong and intelligent endorsement of the AD and his staff before it is instituted in any Office in the Agency.

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The efficacy of this approach to the problem of supervisory training is in getting to the core of the matter at once and in assisting those with management responsibilities to appraise their own work methods, to comprehend the human resources under their supervision, and to apply the simple, well-tried concepts of effective management within a framework of a systematically organized program. And though comprehensive, this approach to management improvement is as compact as any such program can be.

The meetings are planned as follows:

For Top Policy Staff of an Office	Overall explanation of the CIA Human Resources Program	1 hr.
Group Meeting #1	Management in the Federal Service	1 hr.
Individual Conferences	$\frac{1}{2}$ hr. x the number of supervisors	
Group Meeting #2	Management Principles and Problems	1 hr.
Group Meeting #3	Developing a Strong Team	1 hr.
Group Meeting #4	An Action Program	1 hr.
Follow-up Meetings	once every six weeks	1 hr.

The group meetings are conducted as seminar discussions developed in terms of the working problems of the members of the group.

An individual conference with each supervisor is scheduled after the first group meeting. In preparation for this conference, the supervisor notes on a 3x5 card for each employee the following information: name, length of time in the Agency, length of time in the unit, demonstrated strengths of this employee, apparent weaknesses of this employee, action taken by the supervisor during the past twelve months to assist this employee to achieve greater efficiency.

The follow-up meetings, at approximately six week intervals, are programmed in terms of the interests, needs, and practical problems of each group of supervisors.

The Human Resources Program is concerned primarily with people; other training programs in the management field are being developed to focus upon money and materials.

The objective of this program is to make CIA the outstanding government agency in terms of the best and fullest use of human resources.

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Chief, Management Training Division, OTR(G)

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